

Leadership Styles and its effect on Performance of Commission Nationale Indépendante des droits de l' Homme

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doi: <https://doi.org/10.37745/bjmas.2022.0148>

Published April 8, 2023

Citation: Nshimirimana J. and Kwizera E. (2023) Leadership Styles and its effect on Performance of Commission Nationale Indépendante des droits de l' Homme, *British Journal of Multidisciplinary and Advanced Studies: Business and Management Sciences 4(2),31-39*

ABSTRACT: *This study set out to analyse the influence of leadership styles on organizational performance with reference to the Commission Nationale Indépendante des Droits de l'Homme. The study employed correlational research design and opted a quantitative approach. Survey questionnaire was used to collect data from the accessible population of 41. The results indicate that there is a positive and significant relationship between Transformational leadership and organizational performance ($r=.589$, $p\text{-value}<.01$); a positive and significant relationship between Transactional leadership and organizational performance ($r=.745$, $p\text{-value}<.01$); and There findings indicate also a positive and significant relationship between Laissez-faire leadership and organizational performance ($r=.562$, $p\text{-value}<.01$); a positive and significant relationship between Autocratic leadership and organizational performance ($r=.655$, $p\text{-value}<.01$). The results show also that Transformational leadership, transactional leadership, laissez-faire leadership, and autocratic leadership explain 59.2% of the variation in organizational performance (Adjusted $R^2=.592$). Therefore, the institution and the government should effectively encourage the use of different leadership styles as long as they all contribute to the performance of the institution.*

KEYWORDS: Leadership, Transactional leadership, Transformational leadership; Laissez-faire style, Autocratic style; Performance; Organizational Performance.

INTRODUCTION

The evolution of leadership and how it affects performance dates as early as the 17th century (Cole, 2004). From the end of 17th century, the world started experiencing different treatment of employees from treating them as human machines to rather treating them as human capital for achieving different organizational goals and objectives. Most of the organizations sought to adopt appropriate leadership style in order to compete in the business market. It is clear that until today many organizations are continuously looking for new ways and methods of development, especially in the administrative aspects, which can assist in achieving

effectiveness and efficiency of organizational goals (Al-Metheb, 2008). It was propagated that in order to achieve business efficiency and economic development, organizations must adopt various leadership styles which include transformational, laissez faire, autocratic and transactional leadership styles (Wammy, 2014).

The influence of leadership style on performance of employees has been a debatable topic among researchers worldwide. Behn (1995), for example, points out that the issues of leadership styles on influencing employees' performance is one of the questions which needs to get proper answer in organization management. According to Nuhu (2005), it is propagated that performance in different sectors has been fluctuating depending on the leading individual. The leader may influence subordinates to perform or underperform. However, it is also noted that the performance of the organization does not only depend on the leading leader rather than employee attitude towards work Maxwell (2003). Also, various reports show that the performance of employees in many of the organizations in many countries including Burundi has been fluctuating depending on the type of organization leader in place (ISTEEBU Performance Report, 2014), while others reports point out that organization performance is not influenced by leadership style practiced in certain organization. Babatunde (2012) propounds that transformational leadership style influences workers performance more than other types of leadership styles. Other reports show that transactional leadership style influences workers performance more than any other leadership style (Patern, 1995). With these conflicting views and experiences on the effects on different leadership styles, it was confusing on which research results should be used by decision makers in leading employees as some have argued that transactional and transformational leadership styles are more effective than any other leadership styles but some have argued that autocratic and laissez-faire leadership styles are more effective in influencing employees' performance than any other leadership style.

Since its creation, the CNIDH has sought to fulfil all its responsibilities towards the Burundian population by providing or proposing solutions to the major challenges to human rights in Burundi. In spite of this manifest will and considering the number of applicants who request the services of the CNIDH, there is always a dissatisfaction of the beneficiaries due to the slowness in the treatment of the referrals or to the lack of information. Although there are many reports that positively appreciate the work of the CNIDH since its creation, there are also quite a few other reports from different partners, both national and international, that have not ceased to accuse the CNIDH of incompetence or a lack of will to denounce human rights violations in Burundi. These accusations went as far as the downgrading of the CNIDH to B status in 2017 by the World Alliance of National Human Rights Institutions, whereas under the mandate of the first team from 2011 to 2015, it was at A status. It is in May 2021 that the CNIDH has just recovered the A status under the mandate of a third team. All these changes in status and the different points of view of the partners regarding the work of the Commission led me to wonder whether the performance of the staff of the NHRC is not directly linked to the form of leadership applied to the Commission. In my opinion, this study is important and original in that no other similar study has ever been conducted on the NHRC and the influence of the form of leadership on the performance of its staff. The CNIDH is best placed to conduct this study given the complexity of its responsibilities to the Burundian people.

Transactional Leadership and Performance

It is pointed out that transactional leadership style is one leadership style that emphasizes on transaction between leaders and subordinates (Yulk, 2007). Transactional leadership motivates and influencing subordinates by exchanging reward with a performance. In a transaction the leaders promise to give rewards when subordinate can complete their duties in accordance with agreements. This is to say that subordinates are motivated to work to reach the organization goals. Transactional leadership styles can affect positively or negatively on performance. It depends on employee assessment and agreements upon those assessments. Positive effect can occur when employees assess transactional leadership positively and a negative effect can occur if employees consider that transactional leadership styles cannot be trusted because they do not keep their promises, dishonest or not transparent. Mutual trust between employees and leaders on transactional leadership is very important to reach the desired positive results. Most of the organizations set key performance indicators (KPI) which help to lead consensus when evaluating employee performance hence avoiding biasness when evaluating employee performance hence create transparency in the whole business. It was also noted from Posner (1995), Burns (1978) and Avolio (1999) that transactional leadership does not encourage creativity among employees, it does not enhance accountability among employees hence it cannot improve performance of an organization.

Laissez-faire Leadership and Performance

The leader's ability to lead is depending upon various situational factors, including the leader's preferred style of leadership. Contingency theories support a great deal of empirical freedom to leadership, (laissez-faire style) (North house, 2001). Many researchers have tested it and have found it to be valid and reliable to explaining how effective leadership can be achieved. It stresses the importance of focusing on inter personal relationship between leader's style and the demands of various situations and employees. Under this type of leadership maximum freedom is allowed to subordinate to perform their duties so as to reach the required goals (Kumar, 2015). Employees are given freehand in deciding their own policies and methods and to make independent decisions. Leaders carry the belief that the most effective leadership style depends on the ability to allow some degree of freedom to employees in administering any leadership style. This study aimed to investigate further how laissez-faire may contribute to employee performance. On the other hand, much has been written regarding the relation of positive self and effective management. Kerns (2004) discussed the relationship of values to organizational leadership and his study was hugely in support of the laissez-faire style in bridging the gap between the employer and employee where his concern was solely on the fact that laissez-faire would create a positive environment through which employees and employers felt like a family regardless of their positions. Armstrong (1999), found that organizations led by laissez fare leaders their employees tend not to feel responsibility, misuse of rules and no initiatives to perform better. Hence, he concluded that laissez fare leadership style influences employees to poorly perform. It is contrary denoted that Laissez Faire leadership style is one of the worst leadership styles in influencing employee performance as leaders let things go without monitoring performance of employees hence leading to less performance (Yukl, 2007). The two researchers have no common agreement on the influence of laissez Faire leadership style where in one perspective it is seen that it can

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influence employee performance while on the other perspective it cannot influence employee performance.

Autocratic Leadership and Performance

Autocratic leaders are leaders who believe on always being right in their decisions. They can damage organization goals, strategies and future since they force their followers to execute strategies and orders, they think success can come from. Autocratic leadership lacks shared vision, motivation, creativity, teamwork, commitment and innovation. Autocratic leaders are described as leaders building total organization failure (Michael, 2010). Nevertheless, it is noted that autocratic leadership may be very inevitable and helpful where quick decision needs to be done without consulting large group of people (Hampton, 1973).

Transformational Leadership and Performance

In transformational leadership subordinates work to realize the vision into reality. In other words, transformational process can be seen through a number of characteristics, attributed charisma, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Avolio, 2003). It is noted that application of transformational leadership style can improve performance because transformational leadership style wants to develop knowledge and employee's potential (Yukl, 2007). Leader with transformational leadership have an advantage of providing opportunity and confidence to his subordinates to carry out duties in accordance with his mindset to achieve organizational goals (Butler, 1999). However, many literatures show different views on influence of leadership styles on the performance of employees, Behn (1995), for example, points out that the issues of leadership styles on influencing employees' performance is one of the questions which needs to be properly addressed in organization management. According to Nuhu (2005), it is propagated that performance in different sectors has been depending on the leading individual. However, it is also noted that the performance of the organization does not only depend on the leading leader rather than employee attitude towards work Maxwell (2003). Babatunde (2012) propounds that transformational leadership style influences workers performance more than other types of leadership styles. On the other hand, it is also propounded that transactional leadership style influences workers performance more than any other leadership style (Patern, 1995). Further literature show that transformational leadership style generates higher performance than transactional leadership style Avolio (1993) and other researchers such as Bass & Avolio (1994); Kotter (1988) and Meyer & Botha (2000) in their literature have identified that transactional leadership is the most suitable leadership style for leading modern organizations. On the other hand, Other literature show that Laissez Faire leadership style since sets employees to decide on their own, it motivates them to perform better than any other leadership style hence influences them to perform better than any other leadership style (Crom,1994). It is also denoted in other literature that Laissez Faire leadership style is one of the worst leadership styles in influencing employee performance as leaders let things go without monitoring performance of employees hence leading to less performance (Yukl, 2007). The two literature have no common agreement on the influence of laissez Faire leadership style where in one perspective it is seen that it can influence employee performance while on the other perspective it cannot influence employee performance.

Maxwell (2015) in his literature noted that transactional leadership is the one which highly motivates employees than transformational leadership. It is also expressed that transactional leadership style can move subordinates beyond their normal level of performance to higher level of performance than any other leadership style (Bass, 1985). Kashagate (2013) in his study noted that transactional leadership is the one which has shown negative influence on employee performance most especially on teachers' service. These two studies show different results which contradict on each other on the influence of transactional leadership on employee performance. Furthermore, this literature review also shows that not all industries were covered by the researchers on the same topic. Education industry was covered by Kashagate (2013), the banking industry is represented by Celestine Onyango (2015) and Babatunde (2009). The industry of local government was studied by Nuhu (2005) and Gimuguni (2014). These studies show that many of the industries are not covered with this topic of research which needs to be addressed. It is therefore noted that neither all industries nor countries are covered in the literature. This reveals that researchers in Burundi have not researched on the topic and those who have done in other countries have not come up with common agreement on the influence of leadership styles on performance. Therefore, it is important to conduct such studies within the Burundian context to assess the kind of relationship that exists between those study variables. So, it is the contribution of researcher's work.

MATERIALS AND METHODS

The study applied correlational design and opted quantitative approach. The accessible population of 41 subjects which gave the sample size of 37 was considered. The survey questionnaire was employed in collection of data. The data collected from the field was coded, edited and analyzed using inferential statistics. The data was then presented using Pearson's correlation and multiple regression analysis.

RESULTS AND DISCUSSION

Correlation Analysis

Correlational results of Transformational leadership and performance; Transactional leadership and performance; Laissez-faire leadership and performance; and Autocratic leadership and performance.

Table 1. Correlational results of the study variables

Correlations		Performance
Transformational Leadership	Pearson Correlation	.589**
	Sig. (2-tailed)	.000
	N	37
Transactional Leadership	Pearson Correlation	.745**
	Sig. (2-tailed)	.000
	N	37
Laisser-faire leadership	Pearson Correlation	.562**
	Sig. (2-tailed)	.000
	N	37
Autocratic Leadership	Pearson Correlation	.655**
	Sig. (2-tailed)	.000
	N	37

** . Correlation is significant at the 0.01 level (2-tailed).

Source: *Primary data computed, 2022*

The results indicate that there is a positive and significant relationship between Transformational leadership and performance ($r=.589$, $p\text{-value}<.01$). This means that improvements in transformational leadership are associated with improvements in organizational performance. The result compares well with one earlier found by Nuhu (2005) that transformational leadership style empowers employees hence influence their performance, transformational leadership style improves team work, self-motivation and trust among employees hence easily reach the organizational targets. This was also supported by Yukl (2007) and Avolio (1993) who established that transformational leadership style can improve performance because transformational leadership style wants to develop knowledge and employee's potential. The results indicate a positive and significant relationship between Transactional leadership and organizational performance ($r=.745$, $p\text{-value}<.01$). This means that the positive change in transactional leadership is linked with the positive change in the organizational performance. The findings are in line with Bass (1985) that transactional leadership style can move subordinates beyond their normal level of performance to higher level of performance.

In the findings of Howell & Frost (1989) and Bass (1985), they found a positive relationship between transformational leadership and employee performance. The findings indicate a positive and significant relationship between Laissez-faire leadership and organizational performance ($r=.562$, $p\text{-value}<.01$). This implies that the improvements in laissez-faire leadership relate to the improvements in organizational performance. This was in line with the findings of Crome (1994) and Armstrong (1999) that laissez faire leadership style since sets employees to decide on their own, it motivates them to perform better than any other leadership style hence influences them to perform better than any other leadership style. The results in the table above indicate a positive and significant relationship between Autocratic leadership and organizational performance ($r=.655$, $p\text{-value}<.01$). This implies that the positive change in Autocratic leadership is connected with positive change in organizational performance. The

results are in line with the founding of Hampton (1973) that autocratic leadership may be very inevitable and helpful where quick decision needs to be done without consulting large group of people.

Regression Analysis

The study at the confirmatory analysis stage carried out a regression analysis to establish the effect of the different variables on organizational performance.

Table 2. Regression results

Model	Standardized	t	Sig.	95.0% Confidence Interval for B	
	Coefficients Beta			Lower Bound	Upper Bound
(Constant)		.996	.327	-.433	1.262
Transformational Leadership	.141	.956	.346	-.134	.372
Transactional Leadership	.563	2.780	.009	.144	.931
Laissez-faire leadership	-.211	-1.143	.261	-.427	.120
Autocratic Leadership	.387	2.529	.017	.068	.628

R Square=.638
Adjusted R Square =.592
a. Dependent Variable: Organizational Performance

Source: Primary data (2022).

The results in the table above show that Transformational leadership, transactional leadership, laissez-faire leadership, and autocratic leadership explain 59.2% of the variation in organizational performance (Adjusted $R^2=.592$). This means that 40.8% of the variation was accounted for other factors not considered under this model.

Results show that only of Transactional leadership ($\beta=.563$, $p=.009<.05$) and Autocratic leadership style ($\beta=.387$, $p=.017<.05$) had a significant independent effect on organizational performance. The results indicate also that Transformational leadership ($\beta=.141$, $p=.346>.05$), Laissez-faire ($\beta=-.211$, $p=.261>.05$) had an insignificant effect on organizational performance. All the above withstood, Transactional leadership ($\beta=.563$) had the highest significance followed by Autocratic leadership ($\beta=.387$). This was in line with Raja (2015) who found that there is the relationship between transactional, laissez faire and autocratic leadership styles and employee performance. However, the same study found that laissez-faire leadership had a negative relationship with the employee performance. It was identified that leaders practicing laissez-faire leadership styles underperform, their organizations whether public organizations or private organizations mostly fail to achieve organizational objectives. This compares with the result of Prabhu (2011) that leadership is positively linked with employee performance for both transformational leadership behaviours and transactional contingent reward leadership behaviours.

CONCLUSION AND RECOMMENDATIONS

The study on the influence of leadership styles on organizational performance in the National Institutions in Burundi indicates that all the independent variables do contribute to organizational performance. Therefore, the institution and the government should effectively encourage the use of different leadership styles as long as they all contribute to the performance of the institution. Based on the findings and the conclusion, the researchers derived the following recommendations:

- (i) Leaders should to articulates new ideas that prompt followers to rethink conventional practice;
- (ii) There is a need for CNIDH to address the needs of beneficiaries;
- (iii) There should be the provision of rewards contingent on performance;
- (iv) The leadership should always meet the demands of the employees in the right way;
- (v) There is a need for employer to allow employees to express their views openly;
- (vi) The leaders should avoid the behaviour of mistreating employees who have the different view from that of them;
- (vii) The institution should develop the policy whereby the performance of the employee should be assessed by the supervisor alone;
- (viii) The performance requirements should be designed according to the council's needs;

Authors' declaration

We declare that this study is our original research by our research team, and we agree to publish it in the journal.

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